APPENDICES

Southern California **Association of Governments**

APPENDIX A
The Los Angeles County Telecommuting Outreach Project

The Los Angeles County Telecommuting Outreach Project was an adjunct activity to the development of the Telecommunications Deployment Strategy for the Southern California region. As a subcontractor to the Southern California Association of Governments (SCAG), the Los Angeles County Metropolitan Transportation Authority was responsible for design and implementation of the project.

Background

The Los Angeles County Metropolitan Transportation Authority (MTA) first proposed a county-wide telecommuting outreach project in the Fall of 1993. The original proposal grew out of a perceived need to increase awareness of and dispel myths about telecommuting at the highest levels of Los Angeles County business. Initial discussions and conceptual planning began when MTA staff approached Pacific Bell about a joint effort to conduct a regional telecommuting outreach series to CEOs and middle managers. The working title was "The Telesociety Project." Although all involved in the discussions were supportive of the idea, funding remained a problem.

Following the Northridge earthquake in January, 1994, interest in telecommuting increased dramatically. Federal Emergency Management Agency (FEMA) funds were available to the MTA to help alleviate congestion in transportation corridors affected by collapsed freeway bridges. Simultaneously, the City of Los Angeles was the recipient of $1.5 million in Economic Development Administration - Commerce Department grant funds to conduct an emergency program to support telecommuting in the five county region of Los Angeles, Orange, San Bernardino, Riverside, and Ventura counties. As a result, MTA did not apply for FEMA emergency funds.

At the same time, the Caltrans Office of Traffic Improvement, realigned existing projects in the region and allocated some new funding from FY 1993-94 to assist Southern California with telecommunications-based transportation pro-

jects designed to help recover from the earthquake. Since there was still a need for outreach, MTA asked to Caltrans for funding of a telecommuting outreach program to compliment work initiated by the City of Los Angeles and others.

In response to MTA's request Caltrans recommended that the telecommuting outreach program be added to the work plan of the Southern California Association of Governments to form the Telecommunications Cluster of the Southern California Economic Partnership and to develop the Telecommunications Deployment Strategy for the region. Caltrans staff suggested a two-phase approach to the project. Phase One would be a design and pilot testing of the effectiveness of the message within Los Angeles County. Upon successful completion of Phase One, other regional transportation commissions would be invited to apply for new Caltrans funding to conduct a full blown outreach in their respective counties.

Following approval of the contract for Phase One, Caltrans determined the state required nearly one billion dollars to conduct a massive seismic upgrade of state freeway bridges and other structures. This delayed final execution of the contract with SCAG into the late fall of 1994. At that time, it became clear that Caltrans funding for the Phase Two outreach program would not be available

Based upon these funding realities, and after consultation with both the staff of SCAG and Caltrans, MTA staff proposed redesigning the outreach project to be a modest but actual outreach program to Los Angeles County businesses. Based upon this agreement, the MTA program was redesigned to move forward as a component of the Southern California Economic Partnership - Telecommunications Cluster: the principal subject of the grant agreement between Caltrans and SCAG. Thus, the MTA county-wide telecommuting outreach project has moved forward as a response to the Northridge earthquake and an adjunct activity of the formation of the Telecommunications Cluster of the Southern California Economic Partnership and the development of the Telecommunications Deployment Strategy.

Description of The Outreach Project

The Los Angeles County Telecommuting Outreach Project had three components:

- •NEWSLETTERS
- •SEMINARS
- •TELECOMMUTING HOW-TO MANUAL

These components were designed to coordinate with other Caltrans funded projects such as the WorkSmart Project and with the activities of the Southern California Telecommuting Partnership - the City of Los Angeles sponsored telecommuting project.

OVERVIEW

Both 1990 census data and the Regional Needs Assessment conducted by the Southern California Telecommuting Partnership show that telecommuting is more prevalent in small business organizations than in large business organizations. Seventeen percent of employees in companies with less than 100 employees per worksite have telecommuting available to them as a work option. In contrast, only ten percent of employees working for companies with 100 or more employees per worksite have telecommuting available.

Numerous other studies of telecommuting pilot projects have documented that smaller companies have greater levels of trust between managers and employees which is a key success factor in telecommuting program implementation. Larger, more institutionalized business organizations, tend to be moribund in hierarchial business structures, and subject to organization-wide resistance to rapid change. These characteristics of larger organizations make the development and implementation of a telecommuting program more difficult than smaller, nimble business organizations. This data suggested the need to outreach to large businesses.

Additionally, past conferences and seminars sponsored by government agencies have tended to focus upon the societal benefits of telecommuting (e.g., mobility, clean air, energy consump-

tion). While these issues are of great concern to government agencies, they are not the central focus of business organizations. Both the newsletters and seminars focused upon primary business benefits important to an organization's bottom line: cost reduction, productivity, global competition, and changing concepts of workplace. Secondary societal benefits and compliance with governmental regulation were de-emphasized or omitted for this audience.

Based in part on this data and pilot program study results, the Los Angeles County Telecommuting Outreach Program was designed to:

- •Increase awareness of telecommuting and other alternative workplace strategies
- •Make the case for telecommuting based upon good business sense rather than air quality and traffic congestion governmental regulation
- •Dispel commonly held myths about what telecommuting is and is not
- •Provide real examples of successes in other Southern Californian businesses
- •Point the project target audiences to resources and telecommuting implementation assistance available in Los Angeles County
- •Provide an opportunity for interested target audience members to meet and learn more about topics of professional interest in the telecommuting area
- •Provide a new step-by-step telecommuting manual for Southern California

Thus, for its modest budget, the project provided a short-term stimulation of interest in telecommuting for some of Los Angeles County's largest employers with information-based employees.

THE TARGET AUDIENCE

Large Business Organizations

Large business organizations were the target audience. These were defined as business organizations with over 100 employees reporting to the worksite. MTA staff obtained a copy of the latest Regulation 15 (employee commute options program for the South Coast Air district) database

from the South Coast Air Quality Management District (SCAQMD). The database included about 5,000 large employers within air district boundaries. Staff deleted from the data base all employers sited outside the County of Los Angeles. Next staff reviewed the remaining list of firms and deleted businesses judged to be largely involved in manufacturing or other non-information oriented business sectors. The resulting mailing list of large, information-based Los Angeles County employers totaled 1,850 firms.

Key Positions Within Large Business Organizations

Studies and anecdotal evidence both support the proposition that the success of any business organizational change depends upon the individuals holding key decision making positions within a company. Although many key positions may exist within businesses, project resource limitations required that the outreach effort be targeted to four (4) key positions within the large employers of Los Angeles County: the Chief Executive Officer (CEO), the Human Resources Director, the Information Systems Director, and the Facilities/Real Estate Director of each company targeted. MTA staff then reviewed the large employer mailing list and created four separate mailing lists -- one for each of the targeted key positions. Thus, the project target audience was the CEO, Human Resource, Information System, and Facilities/Real Estate positions within 1,850 of Los Angeles County's large, information-based employers.

THE NEWSLETTERS

The name of the newsletter for all target audiences was "The Workplace Wire." Four different mastheads were designed for the four target audiences. Because the project was of a limited duration and budget, three series of newsletters to each of the four target audiences, for a total of twelve newsletters were produced. Copies of all twelve newsletters are located at the end of this appendix. MTA staff determined that each newsletter series would focus on a general subject matter, but each newsletter would be written from the perspective of the target audience.

The general subject matter of each newsletter series was:

First Series: Changing nature of work and workplace, global competition and other external factors that impact business organizations today

Second Series: Issues surrounding the development of a telecommuting program

Third Series: Issues surrounding implementation and maintenance of a telecommuting program

The principal sections of each newsletter was:

First Series: Why You Are Getting This Newsletter
Main Article(s) on Topic of Interest to Target Audience
Resources

Second Series: Main Article(s) on Topic of Interest to Target Audience
Description of Upcoming Seminar
Resources

Third Series: Main Article(s) on Topic of Interest to Target Audience
Seminar Information
Resources
Evaluation Survey Form

All newsletters had a masthead and publication box.

MTA staff recruited experts in telecommuting, technology, and business to guest-write most of the newsletter articles. MTA staff wrote the balance of the articles, seminar, and resource sections.

SEMINARS

The professional seminars were intended to provide an opportunity for interested target audience members to get more in-depth information about telecommuting and alternative workplace strate-

gies. Rather than simply have the MTA or SCAG sponsor a seminar for each of the target audiences, MTA staff attempted to involve or obtain co-sponsorship of the seminar series by appropriate professional organizations. The underlying philosophy of this strategy was that the professional organizations could help promote and provide credibility with members of each target audience of the project.

The Chief Executive Officer Seminar

The time available to the project staff did not allow full implementation of the CEO event during the contract period. Instead staff expended efforts to recruit co-sponsors and initiate the planning process for the CEO event. As of the date of this report, staff has obtained commitments from the Los Angeles Chamber of Commerce, the Los Angeles Economic Development Corporation, and the Los Angeles Regional Technology Alliance as potential co-sponsoring professional organizations. Additionally, staff has obtained a $2,000 commitment of funding for food and drink from GTE and Steelcase has expressed very strong interest in providing additional financial support for the event. During the final month of the contract, staff did work with representatives of the co-sponsoring organizations and financial sponsors to identify a date, time, location, meeting agenda, and program content.

The Human Resources Professional Seminar

The Human Resources seminar was held on May 21, 1996, at the Pacific Design Center Conference Center in the City of West Hollywood. The seminar was co-sponsored by the Association for Commuter Transportation (ACT) after the Professionals in Human Resources organization declined to participate. The promotion for the event included the mailing of invitations to the entire Human Resources newsletter mailing list, mailing of approximately 950 invitations to the ACT mailing list, and a literature table/presentation at the annual ACT conference in April, 1996. Staff was unable to recruit a corporate sponsor to pay for the food and drink served as part of the working luncheon. Attendance at the event was somewhat disappointing with approximately 16 participants appearing despite advance RSVPs totaling 37.

Staff began the seminar with a presentation of telecommuting and alternative office concepts, and common problems associated with organizational change. Following the introductory lecture, the groups at each table were asked to review a case study problem involving a fictional corporation named Gamma Corporation. Through group discussion and interaction conducted while the participants ate lunch, each table produced answers to four questions concerning the case study problem. Sandra Taylor, a Human Resources Director with the Los Angeles County was a featured speaker. She commented on some of the solutions offered in the group table reports and shared additional observations based upon her agency's own telecommuting program. After the case study, staff reviewed regional resources available to participants in developing their own programs. A literature table with Workplace Wire Newsletters, books, videos, manuals, disaster preparedness/recovery materials and promotional materials of the Southern California Telecommuting Partnership were available to participants for pick-up or review.

The Information Manager Seminar

The working breakfast seminar for Information Systems professionals was conducted on May 29, 1996 in the Steelcase showroom at the Pacific Design Center in the City of West Hollywood. The event was co-sponsored by Steelcase and Microsoft. Promotion for the event included sending invitations to the mailing list for the Workplace Wire, promotion by regional representatives of Steelcase and Microsoft, and presentations to two professional events. Despite 33 RSVPs, attendance at the event was 19.

Staff began the program with a lecture/presentation similar to the Human Resources seminar while participants ate a light breakfast provided by Steelcase. Kurt Shintaku of Microsoft Corporation was a featured speaker on secured access, information security, and use of Internet for telecommuting. Next staff presented the case study problem and each table discussed another problem based upon the fictitious Gamma Corporation. After the table discussion leaders presented their answers to the problems, staff conducted a review of additional resources available for those participants interested in develop-

ing telecommuting programs. After the end of the seminar, some participants toured the Steelcase showroom to see the latest designs of alternative officing furniture.

The Facilities Manager Seminar

The working luncheon seminar for Facilities Managers and Real Estate Professionals was held on March 14, 1996, in the Conference Center of the Pacific Design Center. In contrast to the other seminars, the Facility Manager seminar was conducted as part of the Westweek Conference -- an annual conference attended by thousands of architects, designers, and facility managers. The seminar was co-sponsored by the International Facility Managers Association (IFMA) and the Pacific Design Center. Promotion included special mailings to local chapters of IFMA and presentations at several professional events in the region prior to the seminar. The luncheon was sponsored by a number of furniture vendors recruited by the staff of the Pacific Design Center. With RSVPs totaling 76, the event was attended by over 60 people.

Again the program began with staff presenting a lecture/presentation on telecommuting and alternative officing and organizational change. Carol Efaw Real Estate Portfolio Manager of Xerox Corporation gave a brief presentation concerning the challenges of implementing a large virtual office/hotel operation. While the participants were eating a light buffet lunch, each table discussed and answered a number of questions concerning a case study based upon Xerox. Each of the tables reported their recommendations regarding facility leasing and Xerox staff commented upon the solutions. Remarkably, one discussion group came very close to the recommendation actually implemented in Southern California by Xerox. Next the Chief Financial Officer of Xerox, Ed Zelinske, outlined how Xerox implemented an alternative office strategy in Southern California. Finally staff pointed out the numerous resources available to participants working on telecommuting and alternative office programs in their own companies.

Telecommuting How-To Manual

Since the Caltrans state wide How-To-Manual, 1992, no comprehensive telecommuting manual has been available in Southern California. Rather than use scarce resources to write a new manual from scratch, MTA staff negotiated permission to reprint the Washington State Energy Office telecommuting manual which was judged to be the "state-of-the-art." MTA Graphics staff created a new manual cover with all the logos of the participating government agencies. Although substantial portions of the manual were reproduced without changes, staff revised some materials to update the manual and provide some examples from Southern California rather than the State of Washington.

The manuals will be sold at a price designed to recover royalty paid to the Washington State Energy Office at $10 per manual.

Project Coordination Activities

Under the terms of the cooperative agreement between Caltrans and SCAG, the Telecommunications Cluster and related projects were to be coordinated with other Caltrans sponsored projects in the region and with the activities of the Southern California Telecommuting Partnership (SCTP). There were many activities under the County-wide Telecommuting Outreach Project that were carefully coordinated:

- WorkSmart Project - The WorkSmart Project was prominently featured in the first issue of the Workplace Wire sent to Information System and to Facility Manager professionals. Additionally, in several of the AResources@ sections of the newsletters, readers were directed to the WorkSmart Project team for more information or a copy of the final report

- Worksmart at the Telecommunications Cluster - The project director for the Worksmart project also gave presentations to the Telecommunications Cluster at one meeting.

- Recruitment of Writers - MTA staff recruited a number of regional and national experts in telecommuting to author the articles that appeared in the Workplace Wire. Authors included Jack Nilles, the Afather of telecommuting,@ Elham Shirazi, project manager for the

consultant team working on the SCTP, Carol Nolan, consultant working on the Blue Line TeleVillage, Gil Gordon, a nationally recognized expert in telecommuting, Evelyn Gutierrez, the SCTP representative to the SCEP-Telecommunications Cluster, and John Cox, president of the SCEP-Telecommunications Cluster. Many of these experts are now or were involved in numerous Caltrans-sponsored projects in the region.

- SCAQMD Mailing List - The Workplace Wire mailing list was developed from the SCAQMD Regulation 15 list. The SCAQMD graciously waived the normal charges for the provision of the database to the Telecommuting Outreach Project.

- SCTP Representative on the Cluster - The SCTP was linked to the Telecommunications Cluster project though its representative who sat in on the Cluster meetings.

- SCTP Meetings - MTA staff accompanied SCAG staff to all public meetings of the SCTP. Staff actively participated in formulating the SCTP Needs Assessment, Work Plan, and consultant RFPs. At SCTP meetings, staff gave SCTP board members progress reports on the Telecommunications Cluster and Telecommuting Outreach efforts.

- Telecommute America - During the planning process for Telecommute America (October 1995), the MTA staff worked with the Telecommuting Advisory Council to develop a telecommuting pledge program. MTA staff worked to provide the SCTP marketing and training consultants with 30 Ahot leads@ of companies pledging to try to develop telecommuting programs in the coming year.

- SCTP Consultant Team Briefings - MTA staff provided the SCTP consultants with a substantial amount of initial assistance in understanding key telecommuting issues. MTA staff shared a significant amount of materials from MTA files to assist the SCTP in developing its own educational materials.

- SCTP in the Workplace Wire - The SCTP and its (800) number were prominently featured in numerous Resources sections of two thirds of

the Workplace Wire. Additionally, the consultant for the SCTP project manager wrote the substantive article for the second CEO Workplace Wire newsletter.

- SCTP in the Professional Seminars - Representatives of the SCTP were invited and attended each of the three professional seminars conducted by the MTA. At the seminar, the SCTP displayed its collateral materials on disaster preparedness/recovery, spoke about the services available, and networked with seminar attendees as additional Ahot leads@ for follow-up marketing activities.

- Manual Promotion - The SCTP is helping the MTA promote sales of the new telecommuting implementation manual. The SCTP has included a flyer about the new manual in its promotional folders and its staff of trainers will make companies aware of the availability of the telecommuting manual. SCAG helped promote the manual at its General Assembly at the Riverside Convention Center.

Thus, the County-wide Telecommuting Outreach program was integrated to the greatest extent possible with relevant Caltrans-sponsored projects and the SCTP.

DISASTER RESPONSE AND PREPAREDNESS

The funding of the County-wide Telecommuting Outreach was, in part, a Caltrans response to the Northridge earthquake.The SCTP work plan included the preparation of a specific educational piece on telecommuting and disaster preparedness/recovery.

Disaster preparedness was one of the specific advantages cited to the target audience in several publications and in some of the seminars, however, it was acknowledged that most business organizations adopt telecommuting for reasons other than simply disaster preparedness. The SCTP publication was highlighted and distributed to a number of participants of the seminars.

LESSONS LEARNED

Inherently, education and outreach projects such as this project are difficult to assess in terms of

effectiveness. The adoption of new ideas and the organizational changes represented by this program is an incremental process rather than one of immediacy. Nonetheless, a modest effort of evaluation was built into the project. An evaluation survey form was included in the third series of the Workplace Wire newsletters sent to the entire project target audience. Recipients were requested to complete the evaluation and fax the form to the MTA staff. Unfortunately, not enough responses were received for evaluation. Evaluation surveys were also distributed to the participants of the Human Resources and Information Managers seminars. Overall participants rated the seminars above average. Some commenters wanted more information about how to sell the telecommuting concept to upper management and others felt the seminar should have been longer to cover more information in-depth. Many participants found the factually-based, interactive case study discussions with colleagues to be very thought provoking and educational.

Based upon experience gained through the implementation of this outreach project, MTA staff would make the following observations regarding lessons learned:

1. Telecommunications Educational Programs Are Vital to the Region. MTA staff believes that a very appropriate role for government in a rapidly changing telecommunications/ computing marketplace is one of cheerleader. Although technology is evolving very rapidly, people and society's institutions are not. Outreach programs that put knowledge about how to change, how to better use technology, how to better understand the likely future impacts of technology are essential to maintaining and developing a population ready to meet the new challenges ahead -- economic, social, and institutional. Unlike a project to convert diesel engines to CNG, the transportation and air quality benefits are difficult to measure and quantify in such educational programs. This, however, should not deter sustained and adequate levels of funding for such educational programs.

2. Government Subsidies Support The Success of Private Sector Deployment. The benefits of using telecommunications to significantly reduce operating costs, increase productivity, and enhance quality are incentives for business organizations to adopt such technology. The risks to the business organization in changing to adapt to new technologies are so low, and education programs support accomplishing this goal in the telecommuting and alternative officing area.

3. Paper-based Educational Products Are A Necessary Component. Educational products such as The Workplace Wire Newsletter and the telecommuting implementation manual produced as part of this project continue to be a necessary component of any educational program directed at increasing regional adoption of telecommunications. While making work products available over Internet, CD ROM, and other distribution media are also important, the target audience for these programs are people who still receive the bulk of their business information via the printed word.

4. Plan Training/Outreach for Key Conferences and Organizations. As the attendance at the Workplace Wire Seminars clearly demonstrated, integration of training/outreach activities into the professional development, conferences, and agendas of professional organizations is essential to assure access to target audiences. The Facilities Manager seminar conducted as part of the Westweek conference was attended by over 60 major Los Angeles County corporations, however, the seminars co-sponsored and held independently of professional organizations were only modestly attended. A sustained effort by an appropriate regional entity to offer courses and training as part of annual conferences/meetings is key.

5. Publicize Successful Applications of Telecommuting. Successful applications of telecommuting and alternative office techniques should be publicized along with every other activity in the region's Telecommunications Deployment Strategy. This could include the Knowledge Base or similar information dissemination programs or regional award programs patterned after the successful National Information Infrastructure Awards.

Conclusion

The Los Angeles County Telecommuting Outreach Program is a modest program designed to touch 1,850 large, information-based Los Angeles employers at four key positions in an effort to increase interest in trying telecommuting and other new workplace alternatives. Through a series of newsletters, seminars co-sponsored with professional organizations, and a comprehensive telecommuting how-to manual, the MTA, as part of the Telecommunications Cluster project of SCAG, will seek to increase adoption of telecommuting within Los Angeles County.

II The Los Angeles County Telecommuting Outreach Program Manual
Telecommuting: A Formula for Success
"Step-by Step Guide for using Telecommuting to meet the Needs of Your Business"

"Before the invention of factories and large offices, most people worked in their homes or pretty near them. The Industrial Revolution dragged them away — first to the dark satanic mills of manufacturing, then to the paper-filled prisons of commerce and the service industries. Can the telephone and the computer bring workers back home again?" *The Economist*

Your business organization may not be a "dark satanic mill" or "paper-filled prison" as painted by The Economist, but there is no denying that more and more businesses and their employees are discovering the many ways in which telecommuting and related alternative office strategies can confer tremendous tangible and intangible benefits upon the organization and its employees.

This chapter describes how telecommuting and related alternative office strategies can help meet real business needs of your organization. It also provides you with practical information in making the business case for telecommuting/alternative officing in your own business organization.

The Big Picture

Business executives and public officials are currently facing the realities of a fundamental change in the nation's, indeed the world's, economy. In countless ways and every day, we are witnesses to a transformation of our economy to one of information and services. The magnitude of these societal changes will fundamentally change the ways in which we live and work.

The changes inflicted upon human kind by the shift from the Agricultural Age to the Industrial Age were equally dramatic. As a result of the invention of new technologies that significantly drove down the costs of production, an economy based upon small, individual crafts and businesses was swept from the countryside and villages into urban settings. The new technologies and new economic realities of the era transformed human work and living patterns. The family, the community, the government, the church — all were broken apart and reassembled in accordance with the Industrial Age paradigm. The

Agricultural paradigm for the nation's economy was forever gone.

Today, evidence of another tremendous paradigm shift is undeniable. Dislocated workers and tremendous workplace uncertainty dominate the headlines and public opinion polls. Numerous Industrial Age inventions like the steam engine and the assembly line drove the adoption of the Industrial Age paradigm. Today, inventions such as the transistor, desktop computer, fiber optic cable, and wireless modem are driving the dismantling of the Industrial Age model and the building of a new Information Age paradigm. Business organizations that step back from their day-to-day business to think about the implications of these changes are best equipped to grapple with how the changing economy will affect them. Those who do not heed the warning signs of change do so at their own peril.

Telecommuting — Part of the Information Age Paradigm

The Information Age Paradigm includes telecommuting and the use of alternative office strategies. Today, companies are struggling to cut costs, increase productivity, and maintain profitability. In a trend that has implications for the real estate industry — some companies are beginning to question the need for a huge central office. What better symbol of the Industrial Age is the factory or the "paper-filled prisons" of commerce ? Is 120 square feet of office space per worker a sacred work place principle? Does work in the Information Age require a 25 minute or longer commute to that assigned 120 square feet on the 23rd floor of a central office? Many companies are quietly questioning these formerly unassailable principles of the Industrial Age model of the workplace.

For those companies who thoughtfully experiment with new concepts involving the use of a distributed work force, the rewards can be high. For instance, IBM undertook a virtual office program in the early 1990s. Nationwide, over 20,000 IBM employees are telecommuters. Most of these employees are sales and service staff who build

greater customer satisfaction by being in the field with customers rather than sitting at a desk in the central office. Employees feel empowered to do their best for customers, managers have noted increased productivity and customer satisfaction, and IBM has realized tens of millions of dollars of real estate cost savings by reducing central office sizes.

Other companies have looked seriously at how real business needs of the company — increased time with customers, decreased operating costs, enhanced corporate image as cutting-edge, development of a family friendly work place — can be addressed through the effective use of distributed work force and telecommuting. Most of these companies do not want to disclose their experience with telecommuting to others — it becomes part of their long range business plan and a competitive edge. Exact dollar savings are hard to obtain from companies, but anecdotal evidence suggests it is not trivial.

The Challenges and Rewards

The challenges presented by the disruption and transition to the Information Age are difficult for the social institutions, the individual, and society in general. Let's look at some of the challenges and how telecommuting may address the challenges.

The Business Organization

Business organizations in an information economy are faced with some daunting challenges. As indicated above, business organizations must respond to the shifting economy or risk rapid loss of profitability. Businesses must find ways to recruit and retain the best employees and expand their ability to hire a diverse work force including the disabled, part-time, and semi-retired. Additionally, businesses are responding to employee requests for family-friendly work place initiatives.

More and more business organizations are willing to turn to telecommuting and alternate office strategies as a way to start down the road to fundamental organizational change — change that, among other things, brings better productivity, happier customers, re-energized employees, and a healthy bottom line.

The Individual

Employees are seriously affected by the shift to the Information Age. In Southern California, the pursuit of home ownership is more elusive for many families. Even with two working parents or a single parent in the home, many families have moved to ever remote areas of the region in order to finding affordable housing. Increasing responsibilities at work, decreasing job security, and lengthening commutes all add to daily stress. These employees must find time to do their job and meet family responsibilities. Many workers are asking for more flexibility and autonomy in the workplace in order to achieve a better work-family balance.

Employees placed in telecommuting or virtual office programs have reported greater productivity and morale. Supervisors of telecommuters report that they are better at measuring performance because telecommuting encourages them to focus on the quality of their employees' work rather than on their attendance or work process. Much of today's management philosophy is still rooted in the Industrial Age idea that if an employee does not report to the factory and put in time, the employee is not working. However, the productivity of many employees who work with information is apt to be measured by quality as much as quantity, and to do their jobs well, they often need more autonomy and time to think. Telecommuting can help meet these needs, and can result in enhanced job performance and increased job satisfaction.

The Society

Our automobile-intensive transportation system has generated several challenges for our society, including traffic congestion, air pollution, energy consumption, and public infrastructure costs.

Traffic congestion is eroding the quality of life in many communities. The traditional commute between suburb and city center is certainly one area of growth, but the fastest growing commute trip, especially in Southern California, is between suburbs. About one third of commute trips are from one suburb to another — trips that existing mass transit systems cannot easily carry. Additionally, an estimated 100 million Americans live in areas with health-threatening air pollution levels. Motor vehicle emissions are responsible for 45 percent of the nitrogen oxides and 33 percent of the hydrocarbons that produce smog, acid rain, and ozone problems. Finally, we currently expend billions of tax dollars to maintain the transportation infrastructure to move cars. If alternatives to the automobile were implemented, these costs could be reduced.

Reducing the number of commute trips is one way to help protect our communities' economic health and our own quality of life from increasing traffic congestion, air pollution, energy consumption, and transportation infrastructure costs. Telecommuting, virtual offices, office hoteling, and other alternative office strategies are promising, cost-effective, and currently available ways to reduce commute trips. These strategies address societal problems at the same time they address business organization and employee problems. It's a win-win-win situation for everyone involved with such programs.

Telecommuting and Distributed Work Force in Action

The list of public and private sector business organizations using telecommuting and alternative office strategies continues to grow. This transformation of the work place is changing the face of corporate America and its governmental institutions. According to a 1995 survey conducted by the Southern California Telecommuting Partnership, about 15% of Southern California employers allow some portion of their employees to telecommute. Many of these programs began following the 1994 Northridge earthquake and have grown in importance within many business organizations. Another regional study conducted

Potential Benefits From Telecommuting

Organizations
◆ Enhanced employee job performance (productivity and work quality)
◆ Increased ability to attract and keep valued employees
◆ Improved employee morale and job satisfaction
◆ Increased access to new labor markets including the disabled, part-time, and semi-retired
◆ Reduced office and parking space requirements
◆ Less sick leave and reduced absenteeism
◆ Better corporate image
◆ Increased ability to meet air quality or transportation demand management requirements

Employees
◆ Improved work environment
◆ Enhanced employee job performance (productivity and work quality)
◆ Improved employee morale and job satisfaction
◆ Greater degree of responsibility
◆ Greater lifestyle flexibility
◆ Less commuting time and stress
◆ Reduced transportation costs

Society
◆ Less traffic congestion
◆ Less gasoline consumption
◆ Fewer vehicle emissions
◆ More job opportunities for disabled, part-time, and semi-retired people
◆ Increased number of jobs in rural areas

by Commuter Transportation Services, Inc. (Regional Rideshare Agency) in 1994 showed about 10% of Southern California employees telecommute about one day per week.

Hughes Electronics - One Company's Experience

Hughes Electronics, a subsidiary of the General Motors Corporation, is an electronics and advanced technologies firm with approximately 30,000 employees. In 1993, they tested the concept of telecommuting in one department to mon-

itor the effects of telecommuting on employee performance, departmental operations and compliance with air quality regulations. The program was limited to allow selected employees to work from home one day a week.

"Hughes is always looking for innovative ways to improve employee morale, increase productivity and reduce employee commute travel," reports Hughes Corporate Manager, Carol Gomez. "Telecommuting is one of the solutions that addresses all of these areas."

Who Telecommuted?

Sixty people participated in the study including 10 supervisors and 50 employees. Most participants had worked for Hughes an average of nine years and had been supervised by their current managers for an average of two years.

Because the work undertaken by telecommuters in the pilot program included writing, data management and computer programming, it was considered a necessity that each telecommuter own a home computer, modem, printer, software, answering machine and, in some cases, an additional phone line. Employees purchased much of the necessary equipment after being selected to telecommute.

Because Hughes has some unique security concerns, special communications systems had to be installed in each of the telecommuters' home computers. And finally, prior to implementing the program, Hughes found it necessary to physically test all equipment and technologies to ensure compatibility and productivity.

Manager and Employee Concerns

As part of the program, both telecommuters and their managers were surveyed twice during the pilot study. The initial survey exposed some concerns from both managers and telecommuters. Many managers believed that telecommuting would help improve employee morale. However,

one-third of the managers expressed concern about their ability to delegate work in a telecommuting arrangement and about the reaction of non-telecommuters once the program was implemented. From the employees' perspective, nearly half were concerned about maintaining ties with co-workers after the program was in place.

What Were the Findings?

After the pilot program, the second survey indicated that many of the initial concerns were unfounded. In fact, both employees and managers reported a positive effect on telecommuters' performance and attitudes. All managers reported that morale had improved and nearly half of the managers reported that productivity had increased during the pilot program. Neither group found that the program created problems between telecommuters and their managers, or between the telecommuters and their non-telecommuting co-workers. One telecommuter cited the flexibility that telecommuting offers as the most important personal program benefit. "The program allowed me to participate more in my child's life and has reduced my stress level immensely."

Other telecommuters noted that their reduction in commute time was a much appreciated program benefit. Employees reported an average reduced drive of about 60 miles per week, equating to approximately two hours of driving per participant. For those employees impacted by the 1994 Northridge earthquake, the elimination of the commute stands as the single most dramatic example of the benefits to telecommuting. "Because I live in the Santa Clarita Valley, my commute route was greatly impacted by the earthquake damage. Management allowed me to increase my telecommuting days per week from one to two days, and adjust my commute travel hours for the remaining days. The concern for my commute and flexibility demonstrated by management has been the strongest indication of genuine concern for my morale since I began working at Hughes 10 years ago."

All of the telecommuters and the vast majority of managers indicated that they would recommend the program to others. In fact, many participants strongly recommended that the program be expanded to permit telecommuting more than one day per week for appropriate employees. As one employee explains, "Telecommuting has been an excellent program. I am glad to have been a part of the pilot team, and I hope that the program will continue and expand to other groups at Hughes."

See Appendix B-1 for a full copy of the Hughes Electronics case study or eleven other real case studies of business organizations in Southern California and elsewhere using telecommuting to meet business needs.

Determining the Readiness of Your Organization

As discussed earlier in this chapter, telecommuting and alternative office strategies represent part of the new paradigm of the work place. This Information Age paradigm is, among other things, marked by a distributed work force, direct involvement of major customers in product design, and an economy based upon the manipulation of information rather than manufacturing. The changes to the work place produced by these trends require difficult adjustments for some people. And with any change from the status quo comes the tendency of some people to resist the change. This resistance is actually to be expected since telecommuting and alternative workplace strategies undermine the underlying assumptions of the Industrial Age paradigm.

For example, telecommuting changes the focus of supervision of employees from one of physical presence or attendance to one of deliverables and outcomes, commonly known as Management By Objectives. Some middle managers worry that, without the employee's physical presence under the watchful eye of the supervisor, work will not get done. Others worry about the impact upon their own status within the organization. This is a legitimate concern of managers. These concerns can be best overcome by dealing with them directly. Education and training that focuses upon the business case for telecommuting and how to effectively use Management By Objective is vital

to help managers overcome their initial discomfort with new approaches to work.

Additionally, the extent to which the business organization has previously embraced communications technology will, in part, determine whether your organization is ready to also embrace telecommuting. Does your office have voicemail and e-mail? Is there a corporate culture that reinforces regular use of these tools and prompt response to messages? What types of personal computers are available? Are they networked? What is the level of self-sufficiency of most employees in using computers and office productivity software? What is the level of training and support of employees with regard to computing and communications technology? The more technology and a corporate culture that supports it, the more likely your business organization is a natural for telecommuting and alternative officing.

Making the Business Case for Telecommuting

The business case for telecommuting and alternative office strategies is made by briefing management about the success of programs elsewhere and then looking at your own business organization. The case studies in Appendix B are a great resource for building your presentation to management. After briefing management about the success in other business organizations, you should focus on answering the question: "What priority or initiative of our organization does telecommuting support?" Gil Gordon, a well-known telecommuting expert, advises that you should apply the "3:00 a.m. test" in determining an answer. Imagine you walked into your CEO's bedroom at 3:00 a.m., woke him or her up, and asked: "What are the three biggest problems facing this business organization today?" The answer will not be: "Gee, I've really been struggling with how we can do more telecommuting." Telecommuting proposals that help solve real problems of concern to upper management will be embraced more easily. Ask your management what their concerns are or sit down and write your best guess what they might be before you

begin to assemble your own telecommuting proposal.

The proposal for telecommuting should also be a collaborative effort. Usually one person, the "telecommuting coordinator" or similarly titled person, acts as the lead for a group of all stakeholders in the proposed telecommuting program. These other stakeholders include: the Executive Office, Human Resources, Information Services, Facilities/Real Estate, Risk Management, Legal, and Union Representatives. Acknowledge and include a representative of all these departments on your proposal and planning committee.

The proposal and presentation should cover the key elements of business needs met by telecommuting, costs to implement, and costs avoided. Spell out these items with as much detail as possible using spreadsheets and real company numbers. Management needs to know the down sides and risks of telecommuting as well as the benefits in order to make an informed decision.

Finally, accommodate the concerns of critics of the telecommuting proposal whenever possible. Often the issues raised by critics are legitimate problems that must be ultimately addressed in the telecommuting policy or related telecommuter agreements signed by employees. Telecommuting and alternative officing has a group of issues often raised as problems time and time again. Reading some of the resources cited in Appendix A will enable you and the telecommuting proposal committee to probably respond to the problem. You can also post questions on Internet discussion groups and bulletin boards about telecommuting and home offices. You'll be surprised at the number of people who can offer advice and further resources. There is no need to reinvent the wheel in this area when so many others have been down the same road before.

Detours Along tbe Way

As part of a new paradigm of the way we will work in the next millennium, telecommuting and alternative office strategies may represent change whose time has not yet come for your business organization. Do not be discouraged if your pro-

posal is not immediately embraced by upper management or if major changes in concept or approach are requested. New ideas are absorbed into business organizations at different rates. Persons holding key positions in the organization may later change. An earthquake or other natural disaster may spark new interest in telecommuting further down the road. New business needs or competition may drive management to take a fresh look at these ideas. If at first you don't succeed, try-try-again.

After Upper Management Gives the Green Light

Assuming that your proposal is adopted or upper management comes to you with a request to design a telecommuting or alternative workplace strategy program, the remainder of this manual provides you with a lot of helpful tools to accomplish the job. For the remainder of the manual, we will assume that you have obtained a commitment from upper management for at least a pilot project and appropriate resources to develop the program.

Note: If the reader is interested in purchasing the Telecommuting: A Formula for Business Success for a $10.00 fee, please call: (213) 740-2811.

APPENDIX B-1

Sample
Policy Documents and
Case Studies
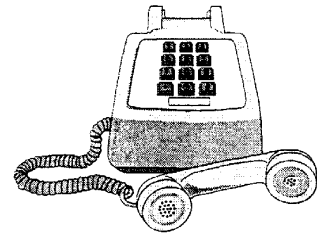
This appendix contains telecommuting policy documents from two organizations:

- Los Angeles County Metropolitan Transportation Authority (pilot program)

- Pacific Bell

These examples show how the basic components of a policy document can be modified or not included, if appropriate, to meet the specific needs of an organization.

Additionally, this appendix contains twelve case studies of telecommuting researched and written by the Southern California Telecommuting Partnership:

- Case studies

Appendix B
Sample Policy Documents and
Case Studies

B-1

Sample
Policy Documents and
Case Studies

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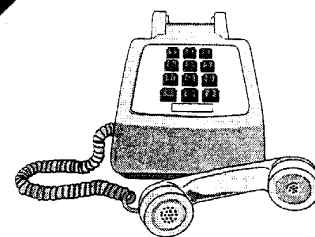
- Case studies

Appendix B
Sample Policy Documents and
Case Studies

B-1

Los Angeles County Metropolitan Transportation Authority

POLICIES AND PROCEDURES	Number :	**GEN 3**
GENERAL MANAGEMENT	Effective :	**03/10/94**
Telecommuting	Page :	**1 of 12**

M E T R O SM

1.0
POLICY The Los Angeles County Metropolitan Transportation Authority (MTA) offers telecommuting as a periodic or full-time alternative to a daily commute to work. Selected employees normally will be eligible to telecommute part-time one to two days per week for the amount of time normally worked although full-time telecommuting is permissible when necessary and justified (e.g., full-time telecommuting used to accommodate medical restrictions, disaster recovery, etc.). This policy applies to all regular noncontract MTA employees who have worked for MTA for a minimum of six months, except the six month work requirement may be waived in order to recruit or retain highly-qualified persons. Eligible employees shall be selected for telecommuting based upon the selection criteria in this policy.

The Telecommuting Program is not a right or benefit of employees rather, it is an assignment that MTA supervisors may choose to make available to some employees when a mutually beneficial situation exists. Salary, benefits, insurance coverages, vacation, sick leave, work hours, and other terms and conditions of employment for both the Telecommuter and Telemanager remain unchanged. MTA may refuse to make telecommuting available to an employee and to terminate a telecommuting arrangement upon ten days written notice. Employees are not required to telecommute and therefore have the right to cease telecommuting and return to working at the assigned central MTA work location upon ten days written notice.

The MTA Telecommuting Program has a number of important purposes. Within MTA, the program is designed to provide a discretionary management tool for:

- Recruiting and retaining a highly-qualified work force including those with disabilities;

- Flexibly managing employees' work while maintaining appropriate management control;

PREPARED BY	**APPROVED**	**ADOPTED**
D. Wright Demand Mgt	Legal Counsel	Franklin E. White
Daniel E. Wright 3/15/94	Maureen Gifford 3/15/94	Executive Office

Los Angeles County Metropolitan Transportation Authority

POLICIES AND PROCEDURES

GENERAL MANAGEMENT

Telecommuting

Number :	GEN 3
Effective :	03/10/94
Page :	2 of 12

M E T R O SM

- Increasing organizational and employee productivity;
- Enhancing employee morale, retention, and job satisfaction;
- Providing a means for disaster recovery; and
- Delivering MTA programs and services at the least administrative cost to the citizens of Los Angeles County.

Externally, the program is designed to:

- Increase MTA compliance with South Coast Air Quality Management District (SCAQMD) Regulation XV;
- Reduce vehicle miles traveled, vehicle trips, traffic congestion, and associated air pollution and energy consumption;
- Promote the development of telecommuting programs in other public and private sector organizations;
- Reduce employee commute time, stress and costs; and
- Allow desirable lifestyle flexibility to employees while maintaining high work product standards of MTA.

As the County's transportation planner and provider, MTA seeks to provide leadership by example. The MTA Telecommuting Program is intended as a model for using telecommunications as transportation.

2.0 DEFINITION OF TERMS

Telecommuting - Working remotely at home or at a location near home other than the assigned MTA work location.

Telecommuter - An employee who completes telecommuter training and is selected for telecommuting.

Telemanager - A supervisor who completes telemanager training and manages one or more telecommuting employees.

Corporate Employee Transportation Coordinator - The MTA employee responsible for the overall administration of MTA's Regulation XV Plan and its group of On-Site Employee Transportation Coordinators.

On-Site Employee Transportation Coordinator - The MTA employee who administers MTA's Regulation XV Plan at a particular work site.

3.0 RESPONSIBILITIES

Corporate Employee Transportation Coordinator (ETC): shall be responsible for administering the following aspects of MTA's Telecommuting Program:

- Providing initial and ongoing training for Telemanagers and Telecommuters;
- Maintaining database and files on all telecommuting arrangements;
- Advising Telemanagers regarding the selection of employees for telecommuting;
- Coordinating arrangements for remote work locations for selected telecommuters (e.g., telework centers, MTA remote work sites, or facilities exchange program work sites);
- Periodically conducting surveys and focus groups with MTA employees; and
- Preparing an annual evaluation of the MTA Telecommuting Program.

The Corporate ETC may delegate some responsibilities to selected On-Site ETCs.

On-Site Employee Transportation Coordinator (On-Site ETC): shall be responsible for administering the following aspects of MTA's Telecommuting Program:

- Providing general information about telecommuting and schedules for MTA telecommuting training;
- Reviewing all telecommuting Application Forms for employees at the work site and forwarding such forms to the Corporate ETC; and
- If delegated by the Corporate ETC, advising Telemanagers regarding the selection of employees for telecommuting.

Telemanager: in consultation with the Corporate ETC and On-Site ETC, shall be responsible for final determination of an employee's eligibility for telecommuting as well as for continuing to manage the employee's performance.

Executive Officer or Designee: shall be responsible for final concurrence of the telecommuting arrangement.

Cost Center Manager and Telemanager: shall determine what, if any, MTA equipment will be provided to the Telecommuter in conjunction with the telecommuting arrangement and shall approve Non-Travel Business Expense Forms submitted by the Telecommuter.

POLICIES AND PROCEDURES

Number : **GEN 3**

GENERAL MANAGEMENT

Effective : **03/10/94**

Telecommuting

Page : **4 of 12**

M E T R O

4.0
PROCEDURES

4.1
Telecommuting Training The Human Resources Department shall provide the following types of training to MTA staff:

- Initial On-Site ETC Training
- Initial General Information Session on the MTA Telecommuting Program
- Initial and Ongoing Telemanager Training
- Initial and Ongoing Telecommuter Training

The training shall be designed to enable staff to incorporate telecommuting into the organizational culture of MTA.

4.2
Initiating Telecommuting No employee may telecommute until his/her supervisor has completed telemanager training offered by the Human Resources Department. To initiate telecommuting, an employee reporting to a Telemanager must first complete a Telecommuting Application and discuss eligibility with the Telemanager and the responsible ETC to determine whether the job tasks fall within the Telecommuter Selection Criteria set forth in this procedure. The Information Security Unit of the MIS Department will advise the Telemanager of any past security infractions which may be relevant to the Telemanager's decision.

Telecommuting selection surveys shall be used to assess the potential for telecommuting. There are two versions — one for the Telecommuter and one for the Telemanager. Both the employee and the supervisor shall complete a Selection Survey Form and submit them to the responsible ETC who shall assist the Telemanager in making a decision.

If an employee is selected to telecommute, the Telecommuter and Telemanager shall execute a Telecommuting Agreement and file a copy with the On-Site and Corporate ETCs.

Thus, the steps an employee should take to initiate in the MTA Telecommuting Program are:

1. Obtain approval for telecommuting from the Telemanager and from the Executive Officer by completing the Telecommuting Application Form (Attachment 1). Use Telecommuter and Telemanager Selection Survey forms to assist in the selection process (Attachments 2 and 3).

2. Submit the signed Telecommuting Application Form to the On-Site ETC and the MTA Information Security Unit.

3. Finalize the telecommuting arrangement by reviewing and signing a Telecommuting Agreement (Attachment 4).

4. Attend a telecommuting training session offered by the Human Resources Department.

5. Use the Telecommuting Daily Work Plan (Attachment 5) if required by the Telemanager.

6. Participate in all telecommuting surveys and program evaluations.

4.3 Telecommuter Selection Criteria

The Telemanager shall use the following selection criteria to decide whether to authorize a telecommuting arrangement:

- Noncontract employee

- Six months tenure with MTA (may be waived to recruit or retain highly-qualified employees)

- Positive performance record (may be waived to recruit or retain highly-qualified employees)

- Employee performs at least some job tasks that are consistent with telecommuting regardless of employee's job classification. Examples of such tasks include, but are not restricted to, writing, reading, editing, research, data entry, data management, analysis, planning, telephone calling, and field visits.

- Ability of supervisor to manage proposed Telecommuter at remote locations

- Concurrence of the Executive Officer.

4.4 Telemanager's Role

A Telemanager may allow reporting employees to telecommute. Once an employee has been approved for telecommuting, the Telemanager shall:

1. Complete the Telecommuting Agreement Form, and submit to the Corporate ETC, On-Site ETC, and MTA Information Security Unit in the MIS Department.

2. Meet with the employee and execute an Employee Performance Contract (Attachment 6).

3. Ensure that the Telecommuter completes and submits a monthly Non-Travel Business Expense Report (Attachment 7).

4. Participate in and ensure that the Telecommuter participates in all telecommuting surveys and program evaluations.

5. Complete any periodic Telemanager update training and ensure Telecommuters complete any periodic Telecommuter update training.

4.5
Costs of Telecommuting Since telecommuting mutually benefits MTA and employees, it is the policy of MTA that the costs of telecommuting should be shared in that Telecommuters will pay for appropriate computers, monitors, printers, and applications software, and MTA will pay for ongoing telephone charges and other equipment costs justified in this procedure. The Cost Center Managers, based upon their estimate of the ongoing costs of telecommuting, shall include such costs in the annual budget. The Human Resources Department shall include in its training budget funds to provide the required training associated with telecommuting. A project number shall be assigned to the MTA Telecommuting Program in order to track program costs.

4.6
Equipment The provision of equipment for telecommuting is not an entitlement of employees selected to telecommute. In the sole discretion of the Telemanager and the Cost Center Manager, MTA will provide appropriate equipment and telecommunication services to facilitate telecommuting except computers, monitors, printers, and applications software. It is impossible to articulate a strict rule regarding the provision of equipment and telecommunication services for telecommuting, but a few examples can be set forth:

- _Computers, Monitors, Printers, and Applications Software_. MTA will not purchase personal computers, laptop computers, printers, or applications software for the sole use of a single employee at a remote location. Employees shall provide their own computers, printers, and applications software. For employees who do not own a personal computer or laptop computer **and who otherwise could not be able to afford to telecommute**, MTA may, subject to availability, make a pool of surplus desktop, portable, or laptop computers with standard communications and applications software available.

- _Modems and Communications Software_. If a Telecommuter has a regular need for remote access to MTA main frame computer databases or local area networks, MTA shall pay for a modem, modem board, and/or a standard communications software package to enable appropriate remote access.

- *Second Telephone Line*. If a Telecommuter has a frequent need for remote access to MTA main frame computer databases or local area networks and a documented reason why his/her home phone line must remain open during workday hours, MTA shall pay for the installation and ongoing charges for a second telephone line as long as such line is used **only** for MTA business purposes.

- *Ongoing Telephone Charges*. MTA shall pay for any long distance zone or toll calls between the remote work location and the Telecommuter's regular MTA work location. MTA shall pay for direct dialed long distance zone or toll calls to other persons or locations for the purpose of transacting necessary MTA business on telecommuting days. MTA shall pay for appropriate facsimile charges incurred by a Telecommuter on a telecommuting day. The Telecommuter shall pay his/her telephone bill and submit a log of MTA telephone calls along with a copy of his/her telephone bill or other receipt attached to the Non-Travel Business Expense Form.

- *Custom Calling Services*. Because most MTA office telephones already have a call forwarding function, MTA generally will not pay for custom calling services such as call forwarding, call waiting, custom ring, or similar services on a Telecommuter phone line unless a **documented business purpose** is demonstrated to the satisfaction of the Cost Center Manager.

- *Telephone Line Terminal Equipment*. MTA generally will not pay for the purchase of telephones, cellular telephones, answering machines, pagers, and facsimile machines unless a **documented business purpose** is demonstrated to the satisfaction of the Cost Center Manager.

- *Office Furniture*. MTA will not pay for the purchase of desks, chairs, filing cabinets, lamps, and other office furniture used by the Telecommuter to telecommute from home.

- *Supplies*. The Telemanager may authorize a Telecommuter to take reasonable office supplies to the remote work location.

- *Telework Center Costs*. The Executive Officer of an MTA unit may approve the placement of a Telecommuter or a number of Telecommuters in a Telework Center and MTA will pay the cost of the workspace from a cost center identified by the Executive Officer.

The examples outlined in this policy should guide Telemanagers and Executive Officers in the approval of equipment costs or telephone charges not specifically set forth here. Upon termination of telecommuting or employment, the Telecommuter shall return all MTA-provided equipment, software, or other items to the employee's MTA central work location.

4.7
Information
Security

The Telemanager and Telecommuter shall comply with MTA information security policies and procedures. MTA may inspect the Telecommuter's remote computer at a mutually agreeable time to assure compliance with MTA policy and procedures.

4.8
Remote Work
Spaces and
Workers'
Compensation

The space at home designated by the Telecommuter or the space in a Telework or Facilities Sharing location is considered an extension of MTA work space during the hours of telecommuting. During the hours of telecommuting, MTA shall cover Workers' Compensation illness and injuries arising out of the Telecommuter's employment. The Telecommuter shall maintain safe conditions and follow the same safety procedures in the remote work space as he/she would in the offices of MTA. Should an injury occur while working at a remote location, the Telecommuter shall follow normal MTA reporting procedures for such work-related claims. MTA shall assume no liability for injuries incurred in remote work spaces outside of telecommuting work hours. MTA may inspect the at-home workspace at a mutually agreeable time to assure compliance with MTA policy and procedures.

4.9
Medical Leave or
Family Care
Leave; Elder or
Child Care

The MTA Telecommuting Program is separate from Medical Leave or Family Care and Medical Leave (FCML) and an employee cannot be on Medical Leave or FCML while telecommuting. If an employee needs to take a Medical Leave or FCML, it is presumed the employee is unable to work at the regularly assigned workplace or at a remote work location due to the reason for the leave of absence.

The care of elderly household residents, sick household residents, or children under age twelve is also inconsistent with the MTA Telecommuting Program because such care is presumed to materially disrupt the benefits of an at-home telecommuting work environment. Telecommuters shall make arrangements for such care during telecommuting hours to enable uninterrupted work time.

POLICIES AND PROCEDURES

Number :	GEN 3

GENERAL MANAGEMENT

Effective :	03/10/94

Telecommuting

Page :	9 of 12

METRO SM

4.10
Work Week Policy The MTA Work Week Policy is not necessarily incompatible with the Telecommuting Program. Depending upon the needs of the work unit, a Telemanager may authorize an employee to both telecommute and flex as long as appropriate time and work product deliverables are met.

4.11
Cancellation of When the requirements of the work unit require it, a Telemanager may cancel a
Telecommuting telecommuting day and require a Telecommuter to report to the normal MTA
Day work location. Cancelled telecommuting days do not accrue and may not be "made up."

5.0
FLOWCHART

5.1
Employees

EMPLOYEES
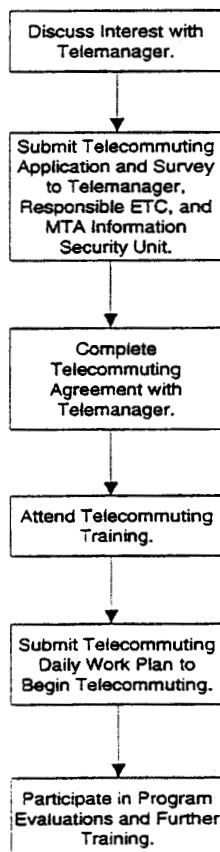
Discuss Interest with
Telemanager.

↓

Submit Telecommuting
Application and Survey
to Telemanager,
Responsible ETC, and
MTA Information
Security Unit.

↓

Complete
Telecommuting
Agreement with
Telemanager.

↓

Attend Telecommuting
Training.

↓

Submit Telecommuting
Daily Work Plan to
Begin Telecommuting.

↓

Participate in Program
Evaluations and Further
Training.

POLICIES AND PROCEDURES

	Number :	GEN 3
GENERAL MANAGEMENT	Effective :	03/10/94
Telecommuting	Page :	10 of 12

M E T R O SM

5.2
Supervisors

SUPERVISORS

```
┌─────────────────────┐
│  Attend Telemanager │
│      Training.      │
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│ Review Telecommuting│
│ Applications / Utilize│
│   Selection Survey  │
│       Forms.        │
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│   Consult with and  │
│   Submit Approved   │
│    Telecommuting    │
│ Application to ETC and│
│   MTA Information   │
│    Security Unit.   │
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│ Finalize Telecommuting│
│   Arrangement by    │
│     Completing      │
│    Telecommuting    │
│    Agreement with   │
│    Telecommuter.    │
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│  Execute or Review  │
│ Employee Performance│
│      Contract.      │
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│  Review or Approve  │
│ Telecommuting Daily │
│    Work Plans and   │
│  Non-Travel Business│
│   Expense Reports.  │
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│ Participate in Program│
│Evaluations and Further│
│      Training.      │
└─────────────────────┘
```

POLICIES AND PROCEDURES

GENERAL MANAGEMENT

Telecommuting

Number :	**GEN 3**
Effective :	03/10/94
Page :	11 of 12

M E T R O _{SM}

**6.0
REFERENCES**

1. Family Care and Medical Leave Policy
2. Work Week Policy
3. Information Security Policy

**7.0
ATTACHMENTS**

1. Telecommuting Application
2. Telecommuter Selection Survey
3. Telemanager Selection Survey
4. Telecommuting Agreement
5. Telecommuting Daily Work Plan
6. Employee Performance Contract
7. Non-Travel Business Expense Report

POLICIES AND PROCEDURES

GENERAL MANAGEMENT

Telecommuting

Number : **GEN 3**

Effective : **03/10/94**

Page : **12 of 12**

8.0 PROCEDURE HISTORY

Revision Level	Revision Date	Summary of Revision	Approved
A	03/10/94	· New Procedure	